<u>**DRAFT MINUTES**</u>

INFORMATION TECHNOLOGY PROJECT REVIEW COMMITTEE
VIRGINIA INFORMATION TECHNOLOGY INVESTMENT BOARD
October 13, 2004
Richmond, Virginia

MEMBERS PRESENT: Jim McGuirk IV, Chairman
                              Jimmy Hazel

MEMBERS ABSENT: Len Pomata
                              Chris Caine
                              John Lee

OTHERS PRESENT: Lem Stewart, Commonwealth Chief Information Officer
                              Walter Kucharski, ITIB
                              The Honorable Eugene J. Huang, Secretary of Technology
                              Jerry Simonoff, VITA Strategic Management Services Director
                              Dan Ziomek, VITA Associate Director for Project Management
                              Paul Lubic, VITA Associate Director for Policy, Practice and
                                Architecture
                              Mike Sandridge, VITA Project Management Division

Call to Order

The Chairman of the Information Technology Project Review Committee called the meeting to order at 9:33 a.m. Three of the five-member committee were recorded as absent. Chairman McGuirk acknowledged there was no quorum present; therefore, no votes would be taken on matters presented.

Approval of Minutes

Because there was no quorum present, approval of the minutes of the July 7th IT Project Review Committee meeting was deferred.

Committee Administration and Staff Support

Mr. Dan Ziomek, Associate Director of the VITA Project Management Division (PMD), reported the budget amendment document, which would be discussed in detail at the full Information Technology Investment Board (ITIB) meeting, was included in the committee meeting packets. He reviewed amendments that had specific direct impact on the work of the IT Project Review Committee and enterprise solutions.

Specific attention was drawn to the following budget amendments:

- Budget Amendment #4 - Enhance IT strategic planning, project management performance and decision making - This amendment directly affects the work of the Committee and has three components:
  - Seeks additional funding for the completion and maintenance of the enterprise architecture over time,
  - the hiring of additional staff to directly support the Independent Verification and Validation Program (IV&V), and
  - to purchase and implement a comprehensive portfolio tool for the management of investments in the Commonwealth that incorporate and integrate project management on-line solutions.

- Budget Amendment #6 - Build comprehensive central planning capacity for major IT investment projects – This amendment requests an additional $7 million for the Virginia Technology Infrastructure Fund to be used to separately fund the planning of major IT projects. The Fund would be under the control of the ITIB and the IT Project Review Committee.

- Budget Amendment #2 - Enhance support of VGIN – base mapping and central address file - This amendment requests additional funding to maintain the base mapping program and to implement the central address file.

- Budget Amendment #3 - Create incident management capability for threats to state data - This amendment requests funding to operate an enterprise security operations center, focusing on enterprise technology security threats.

Chairman McGuirk advised that after the committee had an opportunity to review the information in detail, it would be discussed under the "Other Business" section of the agenda and the Committee would make recommendations to the full ITIB at its afternoon meeting.

Mr. Ziomek announced the posting of the PM standard. During the five-day posting period, should the Committee/Board express concerns, they would be brought before the Board for discussion. The standard captures all changes to the process implemented by the ITIB at its planning session in June, and has implemented a more robust Independent Verification and Validation program. It ties the level of management and oversight to the complexity of the projects. The intended implementation date is November 1, 2004.

Mr. Ziomek also announced that VITA had contracted CACI for the development of a more specific and detailed Independent Verification and Validation (IV&V) program in the Commonwealth. The first phase will be to survey what the Commonwealth is doing today in IV&V. The next phase will be to complete the program design and conduct initial IV&Vs of all active major IT projects. Target date for completion of initial IV&V reviews is January 12, 2005.

Major IT Projects Status Report (report posted to VITA website)
George Williams, a member of the PMD staff, presented the Major IT Project Status Report.
The report responds to a request from the ITIB to provide an update at each meeting on the status

of major IT projects. The report draws on the Recommended Technology Investment Priorities (RTIP) Report and the August major IT projects status reports as evaluated by the secretariats and documented in the Commonwealth Major IT Project Status Report Dashboard (Dashboard).

Jimmy Hazel questioned why the status of the Department of Taxation project was indicated as "red" and behind schedule for one year; yet, the comment indicated "no negative operational impact." Mr. George Williams stated that conversations with the project manager indicated that the agency was comfortable with using the current application and did not feel there would be an impact on agency operations through the summer of 2005. Walter Kucharski added that the on schedule implementation of this project would actually have an adverse impact because this replaces the primary tax processing system and there would not be sufficient time for testing prior to the beginning of the upcoming tax season.

Jim McGuirk questioned the process that would occur if there were discrepancies between the CIO and the individual Secretary as to the project's status. Mr. Williams stated that the normal process is for the CIO to ask for more detail from the Secretary, Agency Head, and project manager through his comments in the Dashboard. Dan Ziomek added that, when a project is evaluated by a Deputy Secretary as "yellow" for a rating period, the CIO would send comments to the specific Secretary. This does not change the rating for the rating period, but it would trigger closer monitoring of the project in subsequent months. If there are continued issues or discrepancies, the Oversight Committee convenes to address the issue. Mr. Williams also added that as of July 1, he is assigning Commonwealth Accounting and Reporting System (CARS) project codes for each newly initiated project that has received development approval so that costs related to the project can be verified in CARS.

Jim McGuirk requested that project Estimate(s) at Completion (EAC) be revalidated when project baselines change so that the ITIB has the ability to sense issues as early as possible.

Jimmy Hazel questioned the "yellow" rating for the Transportation Secretariat in the IV&V column. He asked if resources were in place and why was this Secretariat disproportionately represented. George Williams stated that Deputy Secretary Pierce Homer looks carefully at each project and flags it when additional information is needed. In the case of IV&V, dialogue with the IT Governance Office at VDOT, indicates IV&V is an issue across the board in VDOT. The IV&V survey determined that these projects should have an IV&V review this fall.

Jim McGuirk requested that the expected date of completion of each project be added in to the report.

Recommended Technology Investment Projects (RTIP) Report Lessons Learned
Judy Marchand reported that as a result of dialogues with the ITIB, House Appropriations and Senate Finance Committees, as well as meetings with Deputy Secretaries, there were various concerns and recommended actions with regard to the RTIP Report. These concerns fell in three areas:
- Data concerns
- Process concerns
- Report format and content changes

The source of information (data) used was agency IT strategic plans. The quality of the data submitted varied because of disparate levels of maturity in agencies relating to strategic planning and project management, tools available, and lack of a project management standard. Data concerns include completeness, consistency, accuracy, currency, and feasibility.

Data Quality Recommendations:
- Develop and publish a IT strategic planning and portfolio management standard
- Publish and implement a project management standard
- Implement a project cost estimation tool

Selection process concerns:
- Assist agencies in development of funding alternatives for project planning.

After further discussions, Jim McGuirk stated that PMD should "publish" criteria and decision processes as loudly and as widely as possible so that there will be no questions about the selection criteria for priority projects.

Agenda and Secretariat Portfolio Schedule December 04 – June 05
Mr. McGuirk stated that the Project Review Committee will begin to primarily focus on an enterprise level view of IT investments. He stressed the importance of understanding the business level of each component of the Commonwealth in order to apply enterprise technology. Mr. McGuirk stated that the Project Management Division has been working to develop a template for Secretariat briefings to the IT Project Review Committee, which includes demographics of the Secretariat, major business functions, critical business issues, their major IT projects, and an enterprise level look at IT programs and projects. One of the mandates of the ITIB is to determine where there is enterprise involvement across agencies. The Project Review Committee will be publishing a schedule of briefings (December – September, excluding the month of August). Presently, the plan is to have multiple Secretariat presentations at the same committee meeting; however, this may not allow time to do an in-depth review. Mr. McGuirk encouraged other interested board members to attend the committee meetings to view the briefings.

Mr. Jimmy Hazel left the meeting at 11:20 AM.

Enterprise Architecture

Mr. Paul Lubic and Mr. Chuck Tyger presented the business architecture model they are reviewing for use in Commonwealth IT planning. Mr. Chuck Tyger presented the Federal Model, which offers a business driven approach much like the Commonwealth and can be readily adapted for use in the Commonwealth. Mr. Tyger stated that the Virginia Enterprise Business Architecture should answer the following:

> Who we are.
> Where we are.
> What we do.
> Where we want to go.

Mr. Tyger identified the business areas of the Commonwealth as:

> Services to Citizens
> Mode of Delivery
> Support Delivery of Services
> Management of Government Resources

Each business area can then be broken down into lines of business. Mr. Tyger presented a modified version of the Federal Model using several examples of business areas and lines of business. Mr. McGuirk indicated he would like to see this type of model used in the upcoming Secretariat briefings to explain the business functions within the Secretariats.

Other Business

Mr. Jerry Simonoff presented the status of the Geographic Information System (GIS) Business Plan.

Mr. Jim McGuirk asked, "What has been the reaction in the community to the proposed GIS concept?" Mr. Simonoff stated that agencies generally agree that an enterprise GIS is necessary but do not want to lose their GIS expertise.

Mr. Jim McGuirk announced that he was presenting on his own behalf a resolution to the full Board that modified the previous approval authorization resolution (July 7,2004). The new resolution requires review of the CIO development decisions by the ITPRC and not the full board.

Public Comment

There was no public comment.

Adjournment

There being no further discussion, the IT Project Review Committee meeting was adjourned at 11:37 a.m.

ATTENDANCE LOG

Name	Affiliation
Tracy Surratt	Auditor of Public Accounts
C. W. Laugerbaum	Indigetech
JoJo Martin	Virginia Community College System
Fred Norman	CVC, LLC
Ben Lewis	CGI -AMS
Sheryl Chasse	VITEK Systems
Chris Chappell	APA
Tracy Baynard	McGuire Woods Consulting
Fred Helm	Kemper Consulting
Carroll Mitchell	MCI
Judy Marchand	VITA
Patty Samuels	VITA
Michael Sandridge	VITA
Paul Lubic	VITA
Sally Love	VITA
Barry Condrey	VITA
Roz Witherspoon	VITA/IT Investment Board
Chris White	Vecter
C. Stark	EDS
N. LePaje	IBM
N. Pugar	Trebor
Blake Bialkowski	APA
C Mitchell	MCI
Robert Smith	DSS
Constance Scott	VITA
Danny Berrier	Sun
Steve Fuller	CA
Dee Pisciella	VITA
Ken Bromberg	Oracle
George Williams	VITA
H.F. Jones	Carsys
Deborah Vaughan	DSS
Jim Wilson	Northrop Grumman
Mike King	Northrop Grumman
Coleman Walsh	VEC
Bob Mitchell	VEC
Lem Stewart	VITA
Eugene Huang	SoTech
Floyd Thomas	Peoplesoft
Sheryl Chasser	Tek Systems
Dan Parr	Bearing Point
Matt Beneddetti	Capital Strategies
Jason Powell	JLARC

Rod Willett	North Highland
Kristin Downer	CACI
John Rivers	CISCO Systems
Skip Maupi	DG Ltd
Ted Maxwell	VITA
George Colwell	SOLBOURNE